

CALIFORNIA PROFESSIONAL STANDARDS FOR EDUCATIONAL LEADERS

Inherent in these standards is a strong commitment to cultural diversity and the use of technology as a powerful tool.

STANDARD 1

A school administrator is an educational leader who promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.

- ★ Facilitate the development of a shared vision for the achievement of all students based upon data from multiple measures of student learning and relevant qualitative indicators.
- ★ Communicate the shared vision so the entire school community understands and acts on the school's mission to become a standards-based education system.
- ★ Use the influence of diversity to improve teaching and learning.
- ★ Identify and address any barriers to accomplishing the vision.
- ★ Shape school programs, plans, and activities to ensure that they are integrated, articulated through the grades, and consistent with the vision.
- ★ Leverage and marshal sufficient resources, including technology, to implement and attain the vision for all students and all subgroups of students.

STANDARD 2

A school administrator is an educational leader who promotes the success of all students by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.

- ★ Shape a culture in which high expectations are the norm for each student as evident in rigorous academic work.
- ★ Promote equity, fairness, and respect among all members of the school community.
- ★ Facilitate the use of a variety of appropriate content-based learning materials and learning strategies that recognize students as active learners, value reflection and inquiry, emphasize the quality versus the amount of student application and performance, and utilize appropriate and effective technology.
- ★ Guide and support the long-term professional development of all staff consistent with the ongoing effort to improve the learning of all students relative to the content standards.
- ★ Provide opportunities for all members of the school community to develop and use skills in collaboration, distributed leadership, and shared responsibility.
- ★ Create an accountability system grounded in standards-based teaching and learning.
- ★ Utilize multiple assessments to evaluate student learning in an ongoing process focused on improving the academic performance of each student.

STANDARD 3

A school administrator is an educational leader who promotes the success of all students by ensuring management of the organization, operations, and resources for a safe, efficient, and effective learning environment.

- ★ Sustain a safe, efficient, clean, well-maintained, and productive school environment that nurtures student learning and supports the professional growth of teachers and support staff.
- ★ Utilize effective and nurturing practices in establishing student behavior management systems.
- ★ Establish school structures and processes that support student learning.
- ★ Utilize effective systems management, organizational development, and problem-solving and decision-making techniques.
- ★ Align fiscal, human, and material resources to support the learning of all subgroups of students.
- ★ Monitor and evaluate the program and staff.
- ★ Manage legal and contractual agreements and records in ways that foster a professional work environment and secure privacy and confidentiality for all students and staff.

These standards were adapted from the *Interstate School Leaders Licensure Consortium (ISLLC) Standards for School Leaders* (1996). Washington, DC: Council of Chief State School Officers. Adaptations were made for the California Professional Standards for Educational Leaders (2001) by representatives from the California School Leadership Academy at WestEd, Association of California School Administrators, California Commission on Teacher Credentialing, California Department of Education, and California colleges and universities. For use with the Descriptions of Practice in *Moving Leadership Standards Into Everyday Work*, the elements in some of the standards have been reordered by WestEd.

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STANDARD 4

A school administrator is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.

- ★ Recognize and respect the goals and aspirations of diverse family and community groups.
- ★ Treat diverse community stakeholder groups with fairness and respect.
- ★ Incorporate information about family and community expectations into school decision-making and activities.
- ★ Strengthen the school through the establishment of community, business, institutional, and civic partnerships.
- ★ Communicate information about the school on a regular and predictable basis through a variety of media.
- ★ Support the equitable success of all students and all subgroups of students by mobilizing and leveraging community support services.

STANDARD 5

A school administrator is an educational leader who promotes the success of all students by modeling a personal code of ethics and developing professional leadership capacity.

- ★ Model personal and professional ethics, integrity, justice, and fairness, and expect the same behaviors from others.
- ★ Protect the rights and confidentiality of students and staff.
- ★ Use the influence of office to enhance the educational program, not personal gain.
- ★ Make and communicate decisions based upon relevant data and research about effective teaching and learning, leadership, management practices, and equity.
- ★ Demonstrate knowledge of the standards-based curriculum and the ability to integrate and articulate programs throughout the grades.
- ★ Demonstrate skills in decision-making, problem solving, change management, planning, conflict management, and evaluation.
- ★ Reflect on personal leadership practices and recognize their impact and influence on the performance of others.
- ★ Engage in professional and personal development.
- ★ Encourage and inspire others to higher levels of performance, commitment, and motivation.
- ★ Sustain personal motivation, commitment, energy, and health by balancing professional and personal responsibilities.

STANDARD 6

A school administrator is an educational leader who promotes the success of all students by understanding, responding to, and influencing the larger political, social, economic, legal, and cultural context.

- ★ Work with the governing board and district and local leaders to influence policies that benefit students and support the improvement of teaching and learning.
- ★ Influence and support public policies that ensure the equitable distribution of resources and support for all subgroups of students.
- ★ Ensure that the school operates consistently within the parameters of federal, state, and local laws, policies, regulations, and statutory requirements.
- ★ Generate support for the school by two-way communication with key decision-makers in the school community.
- ★ Collect and report accurate records of school performance.
- ★ View oneself as a leader of a team and also as a member of a larger team.
- ★ Open the school to the public and welcome and facilitate constructive conversations about how to improve student learning and achievement.

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